United States Department of the Interior

OFFICE OF LAW ENFORCEMENT, SECURITY AND
EMERGENCY MANAGEMENT
Washington, D.C. 20240

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Memorandum

To: Bureau/Office Emergency Coordinators
        NRP Principal Planners
        DOI Incident Support Team Members

From: Laurence I. Broun /s/
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Subject: Emergency Management Policy Guidance Bulletin 2007-2:
        Department of the Interior (DOI) Incident Support Team (IST) Guidelines

PURPOSE: To provide policy guidance regarding recruitment, mission, organization, qualifications, coordination and deployment of the Department of the Interior (DOI) Incident Support Team (IST).

BACKGROUND: During normal operations, the DOI Watch Office collects, analyzes, and disseminates emergency information within DOI. Hurricanes Katrina and Rita, Exercise FORWARD CHALLENGE-06 and Exercise PINNACLE-07 verified the need for a Departmental team to supplement the DOI Watch Office during Incidents of National Significance and Continuity of Operations (COOP) events. This concept has been formalized with the creation of an IST. The IST is responsible for collecting event-specific information from Bureaus and Offices and providing situational awareness to Departmental and Bureau Leadership.

As required by Homeland Security Presidential Directive 5 (HSPD 5), the IST is organized in accordance with the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS).

POLICY GUIDANCE:

1. RECRUITMENT

- RECRUITMENT. A standardized team announcement and application will be distributed on an annual basis to all Bureaus and Offices soliciting team membership. Applicants are required to submit documentation of qualifications and receive

supervisory approval to serve on the IST. The Office of Law Enforcement, Security, and Emergency Management (OLESEM) is responsible for receiving applications and making selections.

- **TIME COMMITMENT FOR TEAM MEMBERS.** Members of the IST will serve for a period of three (3) years. In addition to operational deployment, membership includes a commitment to attend training (approximately 2 weeks/year), exercises (approximately 2 weeks/year), and team meetings/teleconferences (approximately 2 hours/month).

- **BUREAU SUPPORT.** Bureaus and Offices should provide wide distribution of the IST recruitment announcements. All Bureaus are expected to support the IST; this is essential to assure the IST can efficiently coordinate during emergency events. Bureaus are requested to recruit a minimum of two (2) applicants for positions on the IST. Bureaus which have significant experience and capability in incident command are expected to contribute additional personnel (4-6 recommended).

2. MISSION STATEMENT

The mission of the IST is to collect, analyze, and disseminate information related to the emergency event; provide coordination among Bureaus and Offices with other Departments and Agencies; provide decision support for senior leadership; and support operational requirements of the Department. As a whole, the IST is responsible for:

- Receiving, documenting and analyzing incoming reports related to the incident

- Maintaining overall situational awareness of the incident for the Department

- Providing situation reports and briefings on a regular basis

- Tracking taskers and assignments

- Preparing decision support information for senior leadership

- Documenting conference calls, key meetings, decision and other activities, as required, to record critical information and decisions

- Coordinating actions with assigned Departmental liaisons for various elements of the Office of the Secretary

- Coordinating administrative and logistics support

- Performing other tasks as assigned by the Departmental Emergency Coordinator.

3. ORGANIZATION

- **GENERAL.** Based on the Incident Command System (ICS), the IST is led by a Team Leader and consists primarily of positions within the typical Planning Section of ICS. Figure 1 illustrates the current organizational structure of the IST.
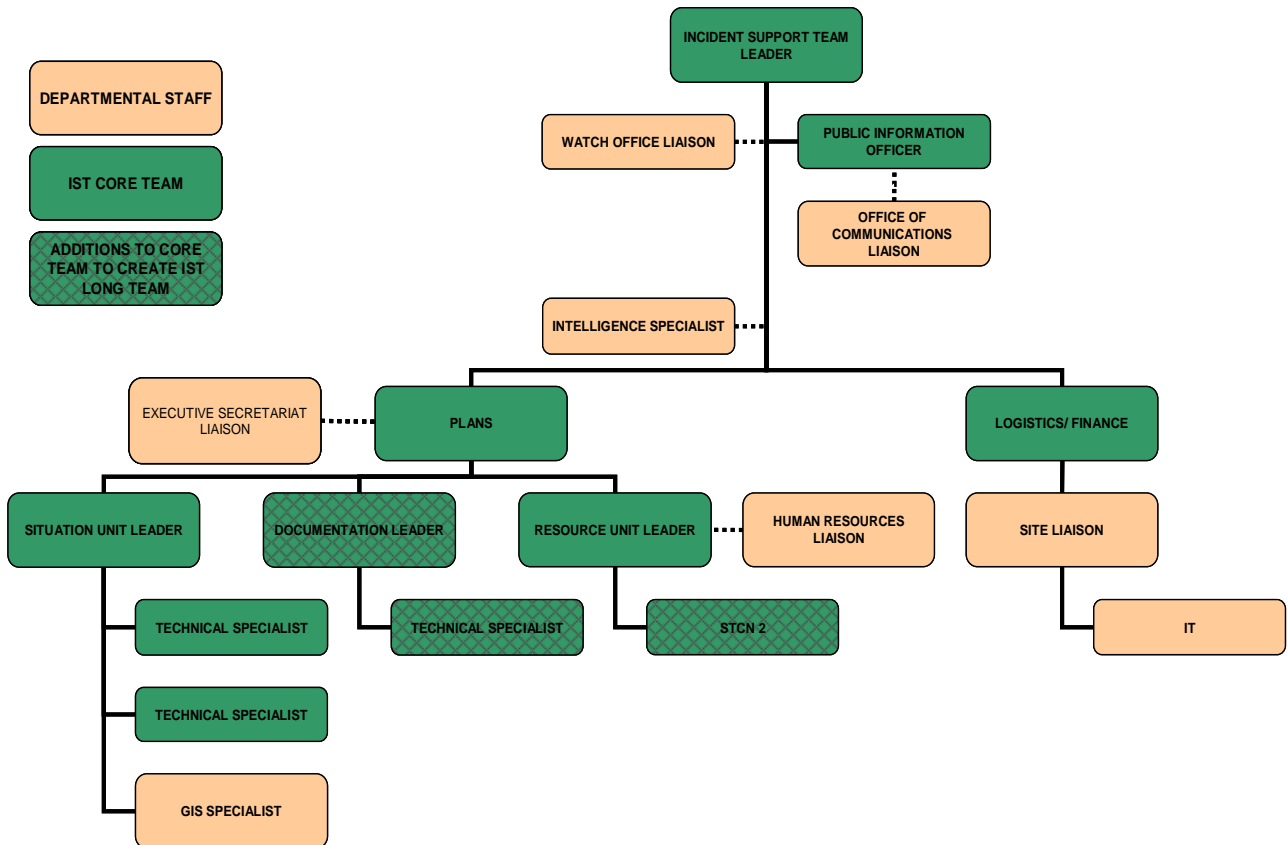
Figure 1. Incident Support Team (IST)

As shown in Figure 1, the IST consists of an IST Core Team, additional members for expansion into a Long Team when required, and Departmental staff who serve as liaisons from their parent offices. The IST Core Team (in green) represents the minimum staffing on each event requiring the IST. The additional positions for the Long Team allow for expansion of the team depending on the incident.

▪ <u>IST CORE TEAM.</u> The IST Core Team represents the minimum staffing that is ordered when the IST is called to duty. The following positions make up the IST Core Team:

- Incident Support Team Leader
- Public Information Officer
- Plans Section Chief
- Logistics/Finance Section Chief (1 position to fill both roles)
- Situation Unit Leader
- Resource Unit Leader
- Technical Specialists (as needed).

Attachment A, Table A-1 lists the roles and responsibilities of each IST Core Team position, the required qualifications and training. For certain positions, applicants must meet Incident Command System qualification standards as published in the 310-1 Wildland Fire Qualification Guide, the National Park Service All-Hazards Qualifications Guide or any other formal and documented system of qualifications which utilizes the ICS system. (For those in Bureaus which are still implementing ICS, brief position descriptions can be found online at http://www.osha.gov/SLTC/etools/ics/index.html.)

OLESEM will fill the first six positions in Table A-1 with a primary and two alternates. In addition, several Technical Specialists will be selected as primaries along with an additional pool of Technical Specialists to expand the team during large events. The number of Technical Specialist positions will be determined by the complexity of the incident, scope of Departmental information needs, and the availability of staff.

Some Bureaus are in the process of fully implementing ICS training. As a result, IST members may be selected as trainees until they have completed all requirements.

- IST LONG TEAM: The IST Long Team represents an expanded staff that may be ordered when the IST is called to duty. The following positions are added to the IST Core Team to create the IST Long Team:

  - Documentation Unit Leader

  - Status/Check-In Recorder (SCKN)

  - Additional Technical Specialists (as needed).

Table A-2 (Attachment A) lists the roles and responsibilities of the additional IST Long Team positions, the required qualifications and training. For incidents requiring the IST Long Team, the Documentation Unit Leader responsibilities are removed from the Resource Unit Leader position and placed wholly with the Documentation Unit Leader.

- DEPARTMENTAL TEAM LIAISONS. During operations involving the IST, it is essential that certain Departmental elements coordinate closely with the incident management effort. To facilitate this, the IST includes liaison positions to Departmental offices indicated by the dashed lines in Figure 1. In most cases, these liaison positions are filled by the Emergency Coordinator for the respective office or with pre-assigned specialists. At a minimum, the following Departmental staff positions are attached to the appropriate section of the IST:

  - Watch Office Liaison

  - Intelligence Specialist

  - Office of Communications Liaison

  - Executive Secretariat Liaison

  - Human Resources Liaison

  - Site Liaison (for the facility the IST is working from)

  - Information Technology Support

- Geographic Information Systems (GIS) Specialist.

Departmental staff will meet periodically with IST counterparts during times when the IST is not active on a specific incident to determine coordination and reporting strategies. Table 1 describes the roles and responsibilities of members of the Departmental Staff.

Table 1. Departmental Staff Roles and Responsibilities

Position	Roles and Responsibilities
Watch Office Liaison	▪ Keep the IST informed of all related messages or email that come in to the Watch Office regarding the incident ▪ Coordinate with the IST on reporting in the EM-Daily
Intelligence Specialist	▪ Keep the IST Team Leader informed of all intelligence traffic related to the incident ▪ Prepare intelligence section of briefings and situation reports ▪ Communicate with other federal and state law enforcement agencies as well as the National Operations Center
Office of Communications Liaison	▪ Coordinate with the Public Information Officer to obtain incident information ▪ Work with the Public Information Officer to prepare reports, press releases and other materials ▪ Channel information through Office of Communications for release
Executive Secretariat Liaison	▪ Assist the Planning Section Chief with the assignment and tracking of taskers and action items to Departmental Offices and Bureaus ▪ Provide the Planning Section Chief with taskers originated by the Secretary or originating from normal Executive Secretarial channels
Human Resources Liaison	▪ Work with the Resource Unit Leader on employee accountability issues ▪ Coordinate with the Deputy Chief Human Capital Officer and Bureau/Office personnel officials, lead employee accountability tracking activities on the IST
Site Liaison (for the facility the IST is working from)	▪ Assist the IST with acquiring supplies and other facility-related support
Information Technology Support	▪ Trouble-shoot information technology issues for the IST and individual team members
Geographic Information Systems (GIS) Specialist	▪ Provide spatial and temporal displays of the emergency incident, resource distribution, and maps of DOI lands within proximity of the emergency

Position	Roles and Responsibilities
	• Maintain database inventory utilizing GIS database software
	• Coordinate requirements with USGS

- <u>CHAIN OF COMMAND.</u> The IST works directly for the Departmental Emergency Coordinator, or designee.

4. COORDINATION AND DEPLOYMENT

- <u>DEPLOYMENT.</u> The IST is activated by the Departmental Emergency Coordinator through the Watch Office and dispatched via the Emergency Incident Communications Center (EICC) at Shenandoah National Park. Team members will be notified in advance for training and exercise deployments.

- <u>AVAILABILITY AND STATUS REPORTING.</u> During times when the IST is not deployed, IST members will provide the EICC and the IST Team Leader with their status and availability. When notified by the Watch Office of the need for Team deployment, EICC will contact the IST members for mobilization. EICC will also track the status of the team members throughout the deployment. Additional resources may be ordered as the incident dictates.

- <u>STEP-UP PLAN.</u> Step-up plans are designed to direct incremental preparedness actions in response to increasing demands on existing personnel. The initial order from the EICC will most likely be for the IST Core Team. When the IST Core Team cannot keep up with the workload created by an on-going incident, the IST Team Leader, in coordination with the Resource Unit Leader, may consider ordering additional staff to create the IST Long Team. In making this decision, the IST Team Leader and Resource Unit Leader will consider:

    - The complexity of the incident
    - The duration of the incident
    - Current positions filled
    - Budgetary constraints.

Attachment A

Table A-1. IST Core Team Positions and Qualifications

Position	Roles and Responsibilities	ICS Type Qualifications	Training/Experience Requirements
Team Leader	- Coordinate the development of an Incident Action Plan - Provide general assignments - Supervise and evaluate IST and ensure the team is working effectively - Deliver briefings to DOI Leadership - Establish daily incident objectives - Coordinate staffing and determine resource requirements - Approve products for release - Establish and maintain positive inter-personal and interagency working relationships	Incident Commander Type III	Required Training: - IS-100 (ICS-100): Introduction to Incident Command System - IS-200 (ICS-200): ICS for Single Resources and Initial Action Incidents - G-300 (ICS-300): Intermediate ICS - IS-700: NIMS, An Introduction - IS-800.A: National Response Plan (NRP) Supplemental Training: - S-300, IC Extended Attack - L-381, Incident Leadership - I-420, Command and General Staff - I-400, Advanced ICS Experience: - Type III Operations or Planning Section Chief - Type II Logistics Section Chief
Public Information Officer	- Collect, compile and distribute relevant incident information to Departmental and Bureau leadership, field offices, and the public - Develop incident talking points	Information Officer Type II	Required Training: - ICS-100 - ICS-200 - ICS-300

Position	Roles and Responsibilities	ICS Type Qualifications	Training/Experience Requirements
	• concerning the incident • Maintain incident information on internal and external websites • Prepare incident information packets for use by the Departmental Emergency Coordinator, to include in the Emergency Management Daily Situation Report and to create Fact Sheets, Talking Points, and summaries for the interagency community		• IS-700 • IS-800.A • S-420, Command and General Staff Supplemental Training: • S-203, Introduction to Incident Information • I-400, Advanced ICS Experience: • Demonstrated competencies as a Public Information Officer or Public Affairs Specialist
Planning Section Chief	• Develop a system for tracking "taskers" (assignments) and significant events • Provide for the overall collection, evaluation and dissemination of all operational information concerning the incident • Direct and supervise those positions that are responsible for gathering and assimilating information • Ensure that needed information is being gathered and products created in a timely manner • Review incident objectives from the Team Leader and develop the Incident Action Plan, set meeting and briefing	Planning Section Chief Type III	Required Training: • ICS-100 • ICS-200 • ICS-300 • IS-700 • IS-800.A Supplemental Training: • S-348, Resource Unit Leader • S-245, Display Processor • S-248, Status/Check-in Recorder Experience: • Satisfactory performance as a Resource or Situation Unit Leader

Position	Roles and Responsibilities	ICS Type Qualifications	Training/Experience Requirements
	schedules, and conduct general briefings ▪ Develop and maintain Incident Fact Sheets that are a cumulative summary of accomplishments and updates for each Bureau or Office's personnel in an Emergency Support Function (ESF) role for the National Response Plan		

Resource Unit Leader	▪ Status check-in recorder
	▪ Track and order resources
	▪ Prepare resource status information
	▪ Prepare and maintain displays, charts, and lists that reflect the current status and location of emergency response personnel and other resources and affected employee information
	▪ Performs the duties of the Documentation Leader, including:
	  1. Maintain accurate and complete incident files both electronically and in hard copy
	  2. Manage the e-mail filing for the various units of the Planning Section
		N/A	Required Training:
			▪ ICS-100
			▪ ICS-200
			▪ ICS-300
			▪ IS-700
			▪ IS-800.A
			Supplemental Training:
			▪ S-348, Resources Unit Leader
			▪ S-346, Situation Unit Leader
			▪ S-248, Status/Check-in Recorder
			Experience:
			▪ Satisfactory performance as a Status/Check-in Recorder, Demobilization Unit Leader, or Situation Unit Leader

Position	Roles and Responsibilities	ICS Type Qualifications	Training/Experience Requirements
	3. Maintain a current electronic version of the Incident Action Plan		
Situation Unit Leader	▪ Oversee the Situation Unit and coordinate the forwarding of critical information to the Emergency Management Division and Bureau Emergency Coordinators ▪ Collect and organize incident status and information and evaluate, analyze, and display that information for use by Departmental and Bureau Emergency Coordinators ▪ Coordinate with GIS Specialist to produce and display incident related maps and information	N/A	Required Training: ▪ ICS-100 ▪ ICS-200 ▪ ICS-300 ▪ IS-700 ▪ IS-800.A Supplemental Training: ▪ S-346, Situation Unit Leader ▪ S-245 Display Processor Experience: ▪ Satisfactory performance as a Strike Team Leader/Crew Boss or Single Resource Unit Leader
Logistics/Finance Section Chief	▪ Assign work locations and preliminary work tasks to Section personnel ▪ Notify the Resources Unit of the personnel activated including names and locations of assigned personnel ▪ Identify service and support requirements for planned and expected operations ▪ Track team costs including payroll, travel and contracts	Logistics Section Chief Type III or Finance/Administration Section Chief Type III	Required Training: ▪ ICS-100 ▪ ICS-200 ▪ ICS-300 ▪ IS-700 ▪ IS-800.A Supplemental Training: ▪ J-254, Base/Camp Manager ▪ J-252, Ordering Manager

Position	Roles and Responsibilities	ICS Type Qualifications	Training/Experience Requirements
	▪ Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters ▪ Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident		▪ S-260, Interagency Incident Business Management Experience: ▪ Satisfactory performance as a Base/Camp Manager or Ordering Manager ▪ Satisfactory performance as a Personnel Time Recorder
Technical Specialist* (Various emergency management disciplines are required to fill roles as Technical Specialists.)	▪ Assist with gathering and analyzing information related to the incident ▪ Additional roles and responsibilities as assigned	N/A	Required Training: ▪ ICS-100 ▪ ICS-200 ▪ ICS-300 ▪ IS-700 ▪ IS-800.A

* Potential Technical Specialists may include those with backgrounds or specialties in areas such as ICS, budget and cost tracking.

Table A-2. IST Long Team Positions and Qualifications

Position	Roles and Responsibilities	ICS Type Qualifications	Training/Experience Requirements
Documentation Unit Leader	▪ Maintain accurate and complete incident files both electronically and in hard copy ▪ Manage the e-mail filing for the various units of the Planning Section ▪ Maintain a current electronic version of the Incident Action Plan	N/A	Required Training: ▪ ICS-100 ▪ ICS-200 ▪ ICS-300 ▪ IS-700 ▪ IS-800.A Supplemental Training: ▪ J-342, Documentation Unit Leader Experience: ▪ Satisfactory performance in any position in the Plans Section, Operations Section or Logistics Section
Status/Check-In Recorder (SCKN)	▪ Set up check-in station and maintain visibility to incoming personnel ▪ Record information on the appropriate ICS form or using I-Suites ▪ Direct personnel to their assigned work station ▪ Brief incoming personnel about unusual situations or conditions and information required by the Resources Unit Leader as personnel and resources are checked in	N/A	Required Training: ▪ ICS-100 ▪ ICS-200 ▪ ICS-300 ▪ IS-700 ▪ IS-800.A Supplemental Training: ▪ I-Suite, Incident Base Automation